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2 4 JUL 1981

	MEMORANDUM FOR:	Office of Personnel, Position Management and Compens	ation Division			
	VIA:					
	FROM: 25X1	Chief, East Asia Division				
	SUBJECT:	Assessment of Experiment with Alternate Work Schedul	es			
	REFERENCES:	A. OP Notice No. 20-81-15 B. CEA Memorandum, same subject, dated 4 June 1980	(attached)			
	submitted regard of our far, the opinion Although the num week is slightly	ested in reference A, the following narrative assessming the Alternate Work Schedule (AWS) as it affects to Based on the 18-month tropy management is that the AWS has a beneficial eber of employees directly participating in the four-deless than half the total number in the branch, the eantageous to all concerned.	he operation ial thus ffect. ay work			
	2. Prior to the inception of the AWS in December 1979, the					
	3. Four ar	eas of particular impact are described below:				
	A. <u>Eff</u>	iciency of government operations;				
	1) Because of the longer work week as described in paragraph 2, productivity has been increased because some officers are always available for consultation later in the day. Priority requests can be handled with greater efficiency and minor adjustments in work schedules without requesting overtime. Because participation is voluntary, individuals who find the longer day not as productive tend to revert to the regular schedule. Certainly there has been no slow down in processing the material as a result of the AWS: there seems to be a slight improvement in the overall productivity.					
2) There is little change in the usage of annual and sick leave by participantsalthough a day's leave costs AWS participants an extra two hours, the flexibility in arranging certain activities for the fifth non-working day is adequate compensation. No one has taken leave without pay.						

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- 3) There is no change in employee turnover. Transfers have continued in the usual pattern; because of the nature of this office, extended service is relatively high.
- 4) Overtime during the period of this experiment has dropped to zero as mentioned in paragraph 1) above, with a resultant monetary saving to the government. Overtime can be granted, however, if AWS participants are needed for a specific assignment.
- 5) Since work assignments remain somewhat constant, there is little change in job satisfaction beyond an appreciation for the flexibility of the system. However, because participation is entirely voluntary, an increase in morale has been noted. The longer office hours offer the non-AWS employees the opportunity to arrange working hours to suit individual needs with no conflict with office requirements. Actually, this flexibility appears to benefit the operation of the office.

B. Mass transit facilities and traffic:

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The experiment did have a measurable impact in this area in that participating employees who normally drive to work, alone or in a car pool, have reduced driving mileage by 20%. Because of the office location, mass transit is not regularly used. It should be noted that nearly all of the participants are the employees who have the longest commuting distances.

C. <u>Increased opportunities for full and part-time employment:</u>

The AWS has not affected job opportunities for employees within the Agency. Two participating employees have used the longer weekends to supplement their incomes (and acquire new skills) by working part-time at other jobs.

D. Individual and families generally:

For participating employees, the opportunity to schedule household or private business on the extra day without having to take annual leave is a welcome attraction. The expanded work day also facilitates the solution of child care problems (particularly during school vacations) for regular time employees because they are able to start work earlier or later as the need dictates.

4. Exceptions in work schedules have for the most part been requested by the management for the convenience of the government, e.g., to process priority requests expeditiously. Exceptions granted for personal reasons have been few and have caused no disruption of the operation of the office. Preparation of time and attendance reports was only slightly more complicated the first few times; now that the routine is established, the same amount of time is needed to prepare them as before.

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25X1	5. The structure of this office lends itself very well to the use of alternate work schedules, managemen't feels that it is largely successful as demonstrated over the last 18 months. It is recommended that the AWS be adopted on a permanent basis.						
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	Attachment						

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`` 	ROUTING	3 AND	RECOR	D SHEET
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Assessment of Experimen	t with Al	e Work Schedules		
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